Rural Development

COMMUNITY DEVELOPMENT TECHNICAL ASSISTANCE

HANDBOOK

COMMUNITY DEVELOPMENT PROGRAMS

November 2005

OVERVIEW

COMMUNITY DEVELOPMENT TECHNICAL ASSISTANCE

USDA Rural Development staff has a key role to play in helping rural communities face the challenges that confront rural America. These challenges include: responding to declines in rural population, attracting and retaining jobs, providing quality housing and health care, maintaining schools and improving education, building and maintaining infrastructure, and protecting the rural environment.   At Rural Development, we are charged not only with funding projects and programs to address these issues, but also with exploring creative ways to accomplish these tasks with the highest level of efficiency and effectiveness.

The purpose of this handbook is to provide information and guidance concerning the community development technical assistance process and the delivery of these services to Rural Development clients. This handbook may be used in combination with other guidance including the Community Development Programs briefing book and toolbox at: http://ocdi.usda.gov.

Most sections of this handbook have a bulleted list of action steps that may be used to deliver quality technical assistance to rural communities. While these lists suggest a process for each topic, the actions listed may or may not be required in a particular situation. On-the-ground knowledge and experience, coupled with the needs, desires and capabilities of the customer should be used to adapt the suggested action steps to a given situation.

TABLE OF CONTENTS

Page

TABLE OF CONTENTS (continued)

EXHIBITS

SECTION 1. GENERAL COMMUNITY DEVELOPMENT PRINCIPLES

1.1   Policy

The February 2003 Consistency Plan states that Rural Development employees are now "charged with the responsibility of implementing the community development principles of the mission area." These principles were not enumerated in the Consistency Plan, but they can be gleaned from current policies of the Rural Development leadership and from authorizing legislation. Departmental policies indicate three main principles that will guide Rural Development as it expands its role and increases its ability to positively impact both economic opportunity and the quality of life in rural America. They are:

- Foster the development of regional approaches to economic issues;

- Provide leadership in the development of partnerships; and,

- Assist regions and communities in developing and executing comprehensive strategic development plans.

To realize USDA's goals for rural America, Rural Development will engage its human resources with a broader range of partners and citizens, in non-traditional types of technical assistance, to ensure the effective impact of investments in rural communities.

Rural Development's technical and financial capital will be invested within the context of broader economic and social forces, as well as through projects created with broad local participation. Our objective is to encourage communities to build upon a foundation of comprehensive strategic planning and to help strengthen their capacity to do so.

Rural Development employees can contribute to these efforts. Already, many employees engage our clients on some level during the development process. Explaining financial program guidelines, conducting home ownership training, and marketing our programs at conferences are all examples of current practices. The challenge now is for Rural Development employees to get our clients to think about, and participate in, the total community development process.

1.2   General Purpose/Background

The purpose of this Handbook is to provide new ideas and guidance for the delivery of community development technical assistance to Rural Development clients.

Community development is the process of developing a broad network of interaction in order to increase community capacity, support sustainable development and improve the rural quality of life. Rural Development's mission is to assist communities in accomplishing these three primary goals.

Community development has *two essential elements: "*the participation by the people themselves in efforts to improve their quality of living…; and the provision of technical and other services in ways which encourage initiatives, self-help and mutual help and make these

more effective."[1] Rural Development provides both financial and technical assistance to communities to enable them to accomplish these elements. In all its work, Rural Development seeks to increase the element of 'sustainability' of our rural communities. For community development initiatives to be defined as 'sustainable,' they must ensure the needs of the present are met without compromising the ability of future generations to meet their own needs.

Technical assistance is the activity of providing information or services to Rural Development clients or staff in order to help them accomplish a goal or complete an activity that contributes to improving their community. For Rural Development, there are two approaches to technical assistance. The first is the *community approach* where Rural Development assists to create and facilitate the community development process. The second is the *informational approach* where the community development process already is functioning well and our role is to provide information.

Both approaches require local involvement with clients by Rural Development (Agency) staff. Beyond the benefits to the community, this technical assistance allows Rural Development (staff) to gain a greater understanding of the broader issues and forces at work and enables them to determine what communities want and need, as well as the strategies that can meet those needs. Staff is thus better prepared to deliver assistance. See Exhibit A: Guiding Principles for Technical Assistance.

The purpose of community development technical assistance is twofold. First, it is to increase the effectiveness and impact of citizen efforts to improve their economic opportunity and quality of life. Second, it is to increase the effectiveness and impact of Rural Development's investment in rural communities. This is accomplished by providing to local citizens, businesses, and community groups the information, education and other support that improves their capacity to create change.

Research studies, departmental policy statements, and recent rural legislation reaffirm that the quality of assistance we give is key to building successful rural communities. The simple commitment of capital is not sufficient. Maximizing the return on Rural Development's capital expenditures requires that we invest in articulated strategies that address the root causes of broader economic and social forces, on projects created with broad local participation and consensus and those based on a foundation of comprehensive strategic planning. See Exhibit B: Economic Analysis.

1.3   Coverage/Eligibility

Technical assistance for community development is available to any community that is eligible to receive resources from Rural Development's financial programs, but is limited to municipalities with a population of 50,000 or less. However, where the client is a combination of smaller governmental units whose combined population exceeds 50,000, this limit does not apply.

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[1] (United Nations 1963)

1.4   Authorities

Technical Assistance to States and communities -- Pub. L. 92-419, Rural Development Act of 1972; Pub. L. 96-355 Rural Development Act of 1980 (7 U.S.C. 2204).

Coordination within the executive branch for community development -- Pub. L. 92-419, Rural Development Act of 1972 (7 U.S.C. 2204a).

EZ/EC --section 13301 of Pub. L. No. 103-66, Omnibus Budget Reconciliation Act of 1993; subtitle F of Title IX of Pub. L. No. 105-34, the Taxpayer Relief Act of 1997; section 766 of Pub. L. No. 105-277, the Agriculture, Rural Development, Food and Drug Administration, and Related Agencies Appropriations Act of 1999; subtitle A of Title I of Pub. L. No. 106-554, the Community Renewal Tax Relief Act of 2000.

Conduct assessments to determine program applicability -- Pub. L. 92-419, Rural Development Act of 1972; Pub. L. 96-355 Rural Development Act of 1980 (7 U.S.C. 2204b).

Develop systems of outreach -- Pub. L. 92-419, Rural Development Act of 1972; Pub. L. 96-355 Rural Development Act of 1980 (7 U.S.C. 2204 ; 7 U.S.C. 2204b).

Design program delivery systems and tools, remove impediments to effective community level action -- Pub. L. 92-419, Rural Development Act of 1972 ; Pub. L. 96-355 Rural Development Act of 1980 (7 U.S.C. 2204; 7 U.S.C. 2204b).

Rural Community Advancement Program (RCAP) strategic planning provisions -- Pub. L. 104-127, Federal Agriculture Improvement and Reform Act of 1996 (7 U.S.C. 1921 Subtitle F).

Rural Economic Area Partnership (REAP) Zones -- Presidential Memorandum dated August 5, 1993; variously dated Memoranda of Agreement; Pub. L. No. 106-387, Agriculture, Rural Development, Food and Drug Administration, and Related Agencies Appropriations Act of 2001.

1.5   Community Development Process

One of the most effective methods for communities to improve their social and economic quality of life is to engage in the community development process, especially one built on a foundation of strategic planning. The leaders of underserved and distressed communities frequently do not have the technical background necessary for guiding such growth and change efforts. In the absence of professional community development consultation or training for community leaders, financial assistance is many times not effective in building sustainable communities and lessening their dependence on public resources. Rural Development staff can provide this professional consultation and training.

The definition of community development used by USDA is, "The skilled process of developing a broad network of interaction in order to increase the capacity of communities to help themselves achieve a locally-sustainable healthy economy and an improved quality of life." This definition focuses primarily on the development of social capital, which is one of four resources upon which community development is built. According to Robert D. Putnam, social capital

refers to features of social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit. The other three capital resources are human, natural, and financial. Of these, social capital is the key element in a community's ability to solve its own problems.

In this context, the community development process is simply a set of activities that follow a natural order. Economist J. Norman Reid described it as requiring a "sequence of accomplishments—much like climbing the steps of a staircase. For each community, these steps may come in different order, but in all communities they will require development over a period of years."[2] Reid describes these steps as:

- Building hope that a different, better future is possible,

- Creating a vision of a better future and a strategy for achieving it,

- Turning the strategy into a concrete work plan with measurable objectives,

- Finding resources to implement parts of the work plan,

- Achieving initial successes that build confidence and relieve the most pressing needs,

- Refocusing actions to achieve long-term, sustainable goals,

- Revising the strategic plan to reflect changed conditions and experience from past projects,

- Leveraging additional funding from new sources,

- Building community capacity to plan, manage projects, and

- Continuous evaluation and improvement.

The community development process has a variety of forms and can take place in a variety of ways. It can be a single, community-wide, comprehensive strategic planning process that involves representatives from all parts of a community and is led by local government. It can also be any number of different sized initiatives, addressing a wide range of issues, involving different groups (both formal and informal) within the same community who may or may not be coordinating their efforts. What they all have in common is the shared value of improving the quality of life in their community.

"Community" is not only a geographic term. Communities can also be defined by common cultural heritage, language, and beliefs or shared interests (sometimes called communities of interest). Even when a community does refer to a geographic location, it does not always include everyone within the area.

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[2] "Community Empowerment: A New Approach for Rural Development," A summary of the EZ/EC program from *Rural Development Perspectives*, May 1999. J. Norman Reid

At the introductory level, agency marketing of programs and outreach involves initial contacts with citizens, organizations, and local governments. Through these efforts, the public becomes aware of Rural Development's resources. At the same time, Agency staff can familiarize themselves with the stakeholders, available resources, local issues and opportunities for involvement.

The second level of involvement is assessment. After an initial contact with a community member or group, agency personnel can assess a community's needs and assets and how (or whether) Rural Development can assist. At this critical stage, a determination is made whether the need is for community development process assistance, is simply informational, if the situation can be resolved with agency financial resources, or whether a combination of these is called for.

The third level is the actual commitment of agency resources. The possible range of responses is limitless, depending upon the position and skills of the employee and the nature and complexity of the community's needs. It can range from an employee becoming a member of a local task force to facilitating a long-term community-wide strategic planning process. It may be as simple as providing a referral to another organization for resources. Conversely, the needs may require considerable staff expertise in non-profit board development. Section 2 contains an outline of many of the possible activities Agency staff may undertake in the course of their community development duties.

Regardless of the type of technical assistance provided to a community, the agency focus should be on capacity building. When government is in control of the economic and social development of a community, jobs may be created, services provided and infrastructure built. However, the community will not have developed the capacity to manage itself, make decisions, or its long-term well-being. Such communities will remain dependent on outside expertise and assistance and never be truly developed. In other words, Rural Development's role is to "do with", not "do for" or "do to."

The community development process helps to build community capacity to address issues, to take advantage of opportunities, and to find common ground and to balance competing interests. It does not just happen – it requires a conscientious effort to do something (or many things) to improve the community. Furthermore, the process is as important as the result.

The purpose of the community development process is to increase the effectiveness of citizen efforts to improve their quality of life. This is accomplished by providing local citizens, businesses, and community groups, information and education that improves their capacity to create and manage change. Among the possible outcomes are: improved incomes, increased employment, enhanced leadership, better value of diversity, and improved environmental stewardship among others. In effect this is wealth building -- not only financial, but in broader ways -- as members of a community value more highly both themselves and their abilities to take control of their future. See Exhibit B: Economic Analysis and Exhibit C: Community Development Process.

SECTION 2. PRACTICES FOR WORKING WITH ALL COMMUNITIES

2.1   General Responsibilities

Numerous technical assistance options are available to assist communities with their community development processes. In Section 2, you will find information regarding some of the general types of processes applicable to any community:

- Community Assessment (2.2)
- Facilitation (2.3)
- Organizational Development/Partnership Building (2.4)
- Strategic Planning (2.5)
- Sustainable Economic Development (2.6)
- Small Business Development (2.7)
- Community Development Finance (2.8)
- Information Management (2.9)
- Marketing/Public Relations (2.10)
- Leadership Development (2.11)
- Volunteerism (2.12)
- Training (2.13)
- Conflict Resolution (2.14)
- Accountability (2.15)
- Budget Performance and Integration (2.16)

2.2   Community Assessment

Definition: Community assessment is the process of collecting and using data to make informed decisions about the goals and directions of a community. More specifically, community assessment is the use of a set of tools and data which allows a community to reveal and understand the strengths, assets, weaknesses, trends, and opportunities within the local socio-economic environment. This information can then be used by the community to develop appropriate strategies to address priority issues.

Goal: Provide rural communities and groups with knowledge and information upon which citizens and agency staff can make more informed decisions. Staff, stakeholders and citizens should be involved at all stages of the process in order to increase the confidence in the validity of the findings.

Action Steps[3]:

- Provide communities with community assessment tools when requested. See Exhibit D: Group Assessment Form.

- Maintain current knowledge of community assessment and economic analysis techniques.

- Maintain current databases of relevant statistical information covering geographic areas of responsibility.

- Maintain list of resources available for community assessment and economic analysis, both in terms of data and individuals available to assist communities.

- Help communities utilize data to evaluate alternative strategies for community economic development.

- Publicize fact sheets to demonstrate the linkages between the major development strategies and local economic changes.

- Assist communities generate local data to inform their decision-makers and developing strategies for community development.

- Publish or distribute community socio-economic profiles to raise public awareness of local economies.

- Coordinate community forums or host workshop meetings to disseminate information about national and local trends and how they may impact local economies.

- Facilitate the visitation of state resource teams to a community.

2.3   Facilitation

Definition: Facilitation is a process of stimulating group and community interaction and discussion while supporting members in defining their overall goal(s). A person or facilitator contributes structure and process to group meetings and interactions so that members are able to function more effectively. Facilitators do not guide meeting content. An effective facilitator is a valuable asset in contributing structure, and process to group meetings, without taking the driver's seat.

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[3] While the action steps suggest a process for this topic, the actions listed may or may not be required in a particular situation. On-the-ground knowledge and experience, coupled with the needs, desires and capabilities of the customer, should be used to adapt these suggested action steps to the community's specific situation.

Goal: Help groups define their specific objectives and also assume responsibility to take the lead.

Action Steps[4]:

- Facilitate external groups by utilizing a number of processes to help members assess their needs and guide group discussions including: asset mapping, visioning, brainstorming, root-cause analyses, priority setting or other structured processes.

- Provide groups with printed resources for facilitation development, such as Community Development Program's tech note *Facilitation: What It Is and When to Use It*. The technote can be found online at: http://ocdweb.sc.egov.usda.gov/technotes/tn4.pdf.

- Teach staff and communities the basics of facilitation skills. See Exhibit E: General Facilitation Process, and

- Use facilitation techniques to help organizations move forward toward their goals and objectives. See Exhibit D: Group Assessment Form and Exhibit E: General Facilitation Practices.

2.4   Organizational Development/Partnerships

Definition: An organization is a group of people intentionally organized to accomplish an overall, common goal or set of goals. Organizations can range in size from two people to tens of thousands.

Goal: Assist in the development of sound organizations able to clarify and demonstrate purpose, objectives, plans, policies, and procedures in order to achieve overall goals.

Action Steps[5]:

- Identify USDA and other resources to support the development of the organization's board leadership.

- Provide printed resources to guide organizational development, such as Community Development Program's *Non-Profit Start-up and Management* website http://www.ezec.gov/toolbox. The *Applying for 501(c)(3) Tax-free Status* technote is also useful and can be found online at http://ocdweb.sc.egov.usda.gov/technotes/tn16.pdf.

- Assist targeted community organizations with the development of by-laws, operations manuals, and other management documents.

- Assist the development of community based partnerships. Visit http://www.ezec.gov/toolbox/index.html for ideas and opportunities for enhancing community partnerships.

- Provide technical assistance and advice sufficient to guide a Strengths, Weakness, Opportunities and Threats (SWOT) analysis,

- Provide advice on overcoming weaknesses identified in SWOT analysis,

- Provide advice on taking advantage of opportunities identified in SWOT analysis, and

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[4]   See Footnote 3 (p.11).

[5] See Footnote 3 (p.11).

- Grant priority in financial programs within which funds are available to carry out the above functions, i.e., Rural Business Opportunity Grants (RBOG). See Exhibit F: Principles of Community Development Organization.

2.5   Strategic Planning

Definition: Strategic planning is a community-driven process that lays out a blueprint for change within that community. It takes a community from an abstract vision of development to a series of specific actions. A strategic plan is a tool that can help communities change and grow. A strategic plan will help a community see where they want to go and help them make decisions regarding how to get there. Rural Development staff should be key players in helping communities with the process of deciding what actions will best make their "vision" a reality and what resources are available. Staffs need to be careful NOT to make the decisions for a community.

Goal: Assist rural communities to create self-sustaining, long-term economic development through innovative and comprehensive strategic plans developed and implemented by alliances among private, public and nonprofit entities. Staff should assist rural communities and American Indian tribes in designing strategic plans that look at the big picture and help them decide what is important and what will get them where they want to go. Strategic planning is part of the community development process which is built on an ongoing progression of planning, implementation, and evaluation. Rural Development staff should be trained in strategic planning and involved from the start to wherever it takes the community.

Action Steps[6]:

- Provide leadership in encouraging tribes and rural communities in assessment and planning.

- Market your strategic planning skills and identify others who may be able to offer assistance in any strategic planning efforts.

- Utilize the State Rural Development Councils, state and federal agencies, and local development organizations as vehicles for assisting in data collection and other aspects of the design of strategic plans.

- Assist in identifying a lead entity within the community or Tribe that can provide adequate leadership and represents a broad range of people based on economics, race, gender, age and other socio-economic factors. Attempt to get as many people involved as possible in the strategic planning process. You should ask yourself if your planning meetings really reflect what the community looks like.

- Assist in the production of a community profile or assessment to help determine where needs are not being met and help identify people and resources needed to carry out the plan. Rural Development staff should take a leadership role in assessing needs in rural communities.

- Help discover as many resources as possible that can be utilized by the community for strategic planning, project implementation and general administrative and operational kinds of activities.

- Help discover where to get resources both within or outside Rural Development to help communities resolve problems or implement projects.

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[6] See Footnote 3 (p.11).

2.6   Sustainable Economic Development

Definition: Sustainable economic development is a goal-oriented activity designed to improve the quality of economic life within a community or region. It allows companies and communities to prosper, while staying inside the sustainable environmental limits of the community. The process begins with an effort to make the community place ready to accommodate economic development opportunity for all and provides the groundwork for increased equity and access to economic opportunities.

Goal: Increase the rural community's ability to grow a successfully diverse and sustainable economic base.

Action Steps[7]:

- Regularly attend meetings and establish membership with local and regional development organizations and groups.

- Foster the creation of economic development corporations, community development corporations, and other organizations with a regional approach and maintain partner/mentor relationships with them.

- Encourage local business and educational institutions to produce research that will result in the identifying new opportunities to diversify local and regional economies.

- Provide (or provide linkage to) technical assistance with historic preservation as a tool of local economic development.

- Develop, foster, and maintain strategic alliances among agencies and organizations actively engaged in business and job creation efforts.

- Support, through technical assistance and partnerships, downtown revitalization initiatives (for example, the Main Street Program).

- Maintain exposure to current developments in economic research and its applicability to state economic conditions (e.g. clustering) and issues in community development finance through newsletters and attendance at local, regional, state and national conferences on development finance.

- Work through partnerships with other agencies to create forums for the discussion and development of local, regional and state policies to overcome barriers to development.

- Foster the creation of small business incubators (and incubation programs and activities) through partnerships with other agencies and organizations using Rural Development funds, where possible.

- Maintain current knowledge of trends affecting small business in your state or region.

- Create visitation, retention and expansion initiatives for local and regional communities through technical assistance efforts.

- Educate communities regarding the importance of creating a favorable business climate through workforce development.

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[7] See Footnote 3 (p.11).

- Foster the perception of Rural Development's coordinating role among state, regional and local governments and organizations. See Exhibit H: Community Development Partners/Training Providers and Exhibit I: Downloadable Resources for Community Development.

- Collaboratively create forums among economic development stakeholders to identify the impediments to development and capacity building and encourage the formation of effective state and local rural development policies.

- Foster a sense of cooperation between local organizations and Federal agencies.

- Help communities create the capacity to identify comparative advantages and new markets, to include clustering opportunities and visioning (to define community goals).

- Encourage communities to move from a producer to a market orientation.

- Ensure that each community regularly addresses the communications, transportation, energy, land and other infrastructure needs of entrepreneurs.

- Actively support or create networks for regional entrepreneurial development and mechanisms for sharing resources, ideas, and information. These should be linked to educational institutions and enterprise.

- Ensure there is adequate professional and entrepreneurial education from primary school through university and adult education.

- Ensure that the agricultural community is included in all economic strategies, especially as it applies to diversification, value-added, energy and sustainable agriculture.

2.7   Small Business Development

Definition: Small business development fosters community solutions to small business creation, expansion, and improvement in managerial and market efficiency.

Goal: To create viable, sustainable small businesses that add livable wage jobs and a diversified economic base to rural communities.

Action Steps[8]:
- Provide one-on-one counseling to existing businesses on issues of management, marketing or finance.

- Encourage new business start-ups through organizing/sponsoring workshops on business planning, market segmentation, etc., with other partners/agencies.

- Participate with/in, and encourage organizations promoting early stage business awareness and experimentation.

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[8] See Footnote 3 (p.11).

- Regularly publicize and dissemination information regarding Rural Business Program funds, i.e. Rural Business Opportunity Grants (RBOG), Rural Business Enterprise Grants (RBEG), Intermediary Relending Program (IRP) and Rural Economic Development Loans and Grants (RDLG) and their geographic availability to end users, especially from local offices.

- Assist in establishing initiatives that provide outreach and technical assistance to address the unique issues of minority business development.

- Maintain lists of small business assistance resources (counseling, credit and capital) and disseminate through and within the agency. See Exhibit J: Small Business Administration.

- Through educational programs, conferences, etc., maintain current knowledge of trends affecting or relating to small business.

- Encourage, foster and create formal and informal networks of entrepreneurs.

2.8   Community Development Finance

Definition: Community development financing utilizes public or private capital to foster entrepreneurship and create sustainable, livable-wage jobs in a community and a diversified economic base. The creation of capital for development can be accomplished in a variety of ways: through traditional lending, federal or state grants and/or loans, revolving loan funds, issuance of public instruments (bonds), venture capital funds, public/private ventures, etc.

Goal: Increase the rural community's ability to successfully access diverse sources of capital that will assist in improving its economic sustainability.

Action Steps[9]:
- Maintain current knowledge of economic development financial instruments through educational programs, conferences, etc.

- Establish relationships and work with regional development, planning, community action agencies, and other organizations with the goal of increasing utilization of Rural Development programs.

- Network with local and regional partners and stakeholders, increase awareness of what financial programs exist throughout the Federal government and provide instruction and assistance in identifying them, learn how to use them, and what the rules are.

- Provide direct technical training to help communities increase their capacity to understand deal structuring, applicable programs, and funding agency's priorities and policies.

- Sponsor and participate in conferences, seminars, workshops, business expos, etc., to promote both creative and traditional uses of Rural Development programs.

- Create and participate in active forums with stakeholders addressing barriers to capital in rural areas.

- Assist in creating capital pools that can be accessed by potential and existing entrepreneurs.

- Assist communities in accessing capital from broader units of government.

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9 See Footnote 3 (p.11).

- Assist in the planning, development and operation of new and innovative conferences that address multi-generational community and economic development topics that include youth, teenage, and young adult and elderly as vital community members and actors.

2.9   <u>Information Management</u>

Definition: Information management identifies resources to help communities and Tribes implement strategic plans, community assessments, and engage in other forms of productive community development activity. Rural Development staff should know where human and financial resources are, and how to use them. Staff should know where to acquire printed material and how to use Internet websites like the Notice of Funding Availability and Federal Funding Sources for Rural Areas websites, both located at http://www.ezec.gov. In short, Rural Development staff should be aware of and utilize all tools available to assist communities create opportunities for economic and community growth in rural America.

Goal: Access information to assist communities and Tribes in their community development activities. This information should contain statistical and demographic, human and financial resources including names, telephone numbers, fax numbers, email addresses, postal addresses and program information of each available resource. Staff should review resources on a regular basis so that rural communities receive the best information possible. This information may be maintained individually or centrally within an office as determined by state policy.

Action Steps[10]:
- Compile an information database of all local, state, federal, tribal, private and other community development resources. For example, group topics by community assessments, strategic planning, financial resources, evaluation, etc.

- Maintained a file on each resource provider.

- Maintain electronic bookmarks of community development websites that can be shared with rural communities, development organizations, and Tribal groups.

- Maintain vertical files of community development information, booklets, and brochures that include Rural Development and non-Rural Development resources and program information.

- Utilize the Community Development Programs websites to provide technical assistance to rural communities and Tribes. These websites provide a wealth of information regarding strategic planning, available resources and links to other community development websites.

- Establish a formal and informal process of providing rural communities and Tribes with community development information on a monthly basis in local Rural Development offices. The primary purpose is to provide information regarding Rural Development programs and initiatives, and any other information that might be helpful.

- Regularly disseminate information about effective rural community and economic development strategies and methods to communities and Tribes in your area. Use strategies and methods that others have found to be effective and productive within their communities.

- Promote networking among rural communities and rural development practitioners, and facilitate the leveraging of resources for community development and technical assistance whenever possible.

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[10] See Footnote 3 (p.11).

- Develop group email lists of community and Tribal leaders. Use the Internet to send these people current information and material that you receive from other community development sources.

- Maintain good communication and relations with members of the state Rural Development staff in order to be aware of in-house programs, earmarks, set-aside, initiatives and other related community development activity.

- Establish a network of community development professionals in the area/state to share information and to discuss new and innovative methods of community development. There are many people working on community development activities, and most are eager to share their information, materials and expertise.

2.10 **Marketing/Public Relations**

Definition: Marketing is the process of satisfying the customers' desires. Marketing involves determining the needs and objectives of communities, and developing a strategy through use of programs, both financial and technical, to meet those needs and objectives. The need may be met by utilizing Rural Development financial and technical assistance, delivering the right information in a timely manner and/or utilizing products or services of other entities.

Goal: Gain greater knowledge and utilization of available resources in areas most able to use them or most in need of the resources.

Action Steps Within Field Offices[11]:

- Inform communities of products and services of Rural Development through meetings, written materials, media, electronic information and all other communication methods.

- Determine community needs and seek measures acceptable to the communities to satisfy those needs (e.g. strengths, weakness, opportunities, threat (SWOT) analyses, map analysis program (MAP) assessment, focus groups, etc.).

- Determine where services are most needed and where resource use will be most effective through the utilization of census data, demographic information and similar information. Ensure resources are used in those areas.

- Foster a network of partners, resource providers, and development expertise to collaborate in delivering resources.

- Create, foster and participate in forums, conferences and meetings to form working partnerships between resource providers and communities.

- Assist communities in developing plans and projects and establishing priorities that reflect the needs of the communities.

- Maintain relationships with intermediaries to market Rural Development products and services.

- Assist communities in public outreach, marketing and communications.

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[11] See Footnote 3 (p.11).

Action Steps Within Communities:

- Encourage organization committee members to develop a Marketing work plan. The Community Development Programs' on-line benchmark system is an excellent tool that can inform you in this process. Work plans should include objectives that implement the strategy. The goal is taken from the strategic plan and strategies are tied to the objectives. See the Benchmark Management System (BMS) at: http://ocdx.usda.gov.

- Encourage communities to publish strategic plans in local newspapers, etc.

- Encourage communities to develop a Marketing plan (inclusive of local talent).

- Encourage communities to develop a Fundraising proposal.

- Encourage communities to celebrate successes!

2.11 Leadership Development

Definition: Leadership Development is a process of helping people develop their inner strengths for the benefit of the community. For example, persons in leadership training learn about their personality, emotional intelligence, creativity, leadership style, selling skills, team role preferences, relationship skills, ability to handle stress, and mental toughness in order to better understand the impact they have on others and how to perform more effectively. Community Development can only be sustained over a long period of time if there are motivated and committed local leaders to keep the community development process going.

Goal: Ensure that a constant supply of new people are being trained and encouraged to assume leadership positions within rural areas. Leaders need to understand leadership functions and issues such as team building, networking, and collaboration.

Action Steps[12]:

- Provide training that is sufficient to equip staff with leadership skills, techniques, and theory to enable them to conduct leadership training in local communities.

- Provide annual leadership training for at least one community/Tribe within their area of responsibility.

- Assist rural communities in their efforts to train and encourage people into leadership positions. It is important to encourage rural citizens to seek leadership positions at all levels whether it be local, state, or on the national level.

- Provide communities with printed resources for leadership development, e.g. Community Development Program's *Leadership Development* technote, http://ocdweb.sc.egov.usda.gov/technotes/tn12.pdf, and utilize Rural Development's financial programs to assist with capacity building and leadership development.

- Help communities seek out underrepresented groups to participate in leadership positions or leadership development activities and training.

- Work with schools in local communities and Indian reservations to engage and involve students in community development activities. Youth are the community leaders of the future.

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[12] See Footnote 3 (p.11).

- Ensure that Rural Development leadership development activities are publicized in local and regional newspapers. Television coverage of leadership development activities will help introduce new leaders to their communities.

- Encourage people from disadvantaged groups to participate and take leadership roles. Cultivate these new leaders to take ever increasing responsibilities and provide them with encouragement and assistance where needed. See Exhibit G: Leadership Ability Assessment.

2.12 Volunteerism/Civic Participation

Definition: A volunteer is a person who offers one's service to the community of his or her own free will without pay. However, volunteers are anticipating something in return for their service, whether it is a sense of participation or belonging, making a contribution to their community or recognition of their efforts.

Goal: Increase the number of people actively volunteering to serve rural communities on projects to improve economic vitality or quality of life.

Action Steps[13]:

- Identify, develop and work with volunteer organizations that might assist rural communities and Indian reservations with community assessments, strategic planning, economic and community development projects and related community service programs.

- Encourage all sectors of the community – including political leaders, the active, the unemployed, the disabled, the elderly, the retired, migrants, refugees, and the excluded – to become involved in voluntary action.

- Prepare lists of local groups/organizations in the local areas that are known to provide volunteerism for community projects. It should be noted these groups may volunteer for specific types of projects.

- Provide the public with a central point of contact to find local or state-wide volunteerism resources. This includes a Web site, possibly the state Rural Development website, with both collected information and clear links to locally-accessible organizations and their web sites.

- Support, encourage, and develop the efforts of young people to design and carry out community service projects, develop leadership skills, and fulfill their maximum potential within their community or Tribe. Staff will work with youth groups to involve them in community development projects and activities whenever possible.

- Promote and facilitate the work of volunteers in their area and help to set up a network that will promote and assist with community development activities.

- Develop formal and public recognition programs, with awards and certificates, for those groups that provide communities and Tribes with their volunteer services.

- Learn the guiding principles of volunteerism, as well as techniques for recruiting, motivating, and rewarding community volunteers.

- Teach local community leaders and organizers techniques for recruiting, motivating, and rewarding community volunteers.

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[13] See Footnote 3 (p.11).

- Provide training to local volunteer groups to help them become more effective in their work with rural communities. Training in issues such as environmental impact, community organizing, and leadership may be useful to volunteers.

- Work to link various streams of service, such as service-learning programs funded through the State Department of Education, welfare-to-work projects, court-ordered projects, or other regional, state or federal initiatives to the volunteer community.

- Provide examples of volunteerism efforts within their areas that can be used as models for volunteerism in other rural areas.

2.13 Training

Definition: Training is providing Rural Development staff and communities with essential skills to guide community development activities.

Goals: Employ innovative training techniques to strengthen Rural Development's own capacity and that of the communities we serve by creating and implementing innovative employee training strategies for community and economic development.

Rural Development will nurture the capacity to provide technical assistance sufficient to help rural communities become self-sufficient.

Action Steps[14]:

- Provide an opportunity for staff to earn professional recognition as Certified Community Specialists by proving their abilities and skills through a combination of education, career experiences, practical training (computer proficiency-including the ability to access resources and information from the internet), community development (understanding of the basic concepts of community development and empowerment with emphasis on community involvement, organizing, and leadership development), benchmarking (how to use them, why they are important, and the ability to train communities to use benchmarks effectively), strategic planning (familiarity with the process and how to do it) and readings from a specialized series of monographs.

- Convene an annual national training conference to provide a forum for intra-agency cross training, and to promote peer-to-peer sharing about effective strategies of program management.

- Identify on-going staff community development training needs.

- Develop a staff development plan which meets the community development training needs and goals of each area office, etc. (Set realistic expectations).

- Integrate training goals with goals in the individual performance plan and agency strategic plan. During evaluation, allow for variables which can hamper employee from achieving community development goals.

- Develop a program of training (i.e. board training) that is responsive to the needs of rural communities expressing a desire to organize and plan strategically for community revitalization.

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[14] See Footnote 3 (p.11).

- Provide hands-on technical assistance to targeted organizations utilizing the Benchmark Management System.

- Provide groups with printed training resources, such as the EZ/EC Community Development Training Conferences webpage http://www.ezec.gov/About/conferences.html. Community development training resources can also be found on Community Development Program's internal website at: http://ocdi.usda.gov/training.htm.

- Seek out appropriate community and economic development training for staff, particularly those organizations with a focus on leadership development, housing, business retention and expansion, telecommunications, main street or downtown development, rural economic development, partnership development, business retention and expansion, internet as a marketing tool, transportation technical assistance, and performance measurement. See Exhibit H. Community Development Partners/Training Providers.

2.14   Conflict Resolution/Alternative Dispute Resolution

Definition: Conflict resolution and alternative dispute resolution (CR/ADR) are processes of managing or resolving differences among or between community members or between a community and an external entity. Conflict is generally understood to mean a disagreement or opposition of interests or ideas, or the perceived situation where the parties or member interests cannot be met simultaneously. Conflict can take a constructive or destructive course, and resolution involves finding and capitalizing on the opportunity inherent in the event.

Goal: Provide communities and/or organizations with the skills and/or access to resources to assist them to solve problems productively using conflict resolution tools and methods.

Action Steps[15]:

- Have a basic understanding and overview of CR/ADR principles and methodology.

- Identify key staff to develop competencies in CR/ADR and serve as technical resources to communities and organizations involved in conflict.

- Maintains lists of CR/ADR resources and makes them available to the communities they serve.

- Serve as a resource to the agency.

- Provide communities with printed resources for managing conflict, such as Community Development Program's *Dispute Resolution* (http://ocdweb.sc.egov.usda.gov/technotes/tn1.pdf) and *Conflict of Interest: What It Is and How to Avoid It* (http://ocdweb.sc.egov.usda.gov/technotes/tn15.pdf) technotes.

2.15   Accountability

Definition: Accountability is defined as having the responsibility to ensure objectives are completed. Just as Rural Development is given the responsibility to assist communities with their efforts, both the communities and Rural Development are accountable for the resources we use to achieve success. Staff are required to use the resources entrusted to them in the most efficient and effective manner. Communities do not succeed unless they, in turn, meet the expectation of their citizens.

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[15] See Footnote 3 (p.11).

Goal: Use resources entrusted to Rural Development in the most efficient and effective manner. To provide resources to the communities for activities that reflects the needs of the communities.

Action Steps Within Field Offices[16]:

- Develop annual plans and methods for assistance to communities that reflect the needs and desires of the communities.

- Create a system of review and evaluation to determine if the amount and quality of support is consistent with expectations and if progress of communities is acceptable.

- Create a reporting system that accounts for resources and efforts expended in communities.

Action Steps Within Communities[17]:

- Encourage communities to develop written plans and projects for development that are consistent with the development desires of the community citizens.

- Ensure communities have a timetable for development and that they adhere to it.

- Help develop boards to oversee community development efforts.

- Develop financial monitoring and tracking system to follow and close-out projects that have been funded. Community Development Program's *Financial Management for Non-profit Organizations* technote, (http://ocdweb.sc.egov.usda.gov/technotes/tn22.pdf) is a good resource.

2.16   Budget Performance and Integration

Definition: A key element of the President's Management Agenda is formally integrating performance review with budget decisions. Rural Development is now required to produce performance-based budgets linked to high quality outcome measures that accurately monitor the performance of programs. Rural Development staff may have to identify, collect and report on a broader range of performance indicators than in the past, including Rural Development's community development functions. Also, Rural Development management may require performance-based information in addition to the minimum requirements of the budget and performance integration process to report on the progress of Rural Development's strategic plan and to better evaluate program delivery and optimum resource allocation.

Goal: Ensure the community development functions are fully integrated with the performance measurement requirements of the budget and performance integration process and the program management requirements of Rural Development management.

Action Steps[18]:

- Become knowledgeable of the community development components of Rural Development's strategic plan and how they relate to your activities.

- Become knowledgeable about performance indicators for your community development activities.

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[16] See Footnote 3 (p. 11)
[17] See Footnote 3 (p. 11)
[18] See Footnote 3 (p.11).

- Collect and disseminate information on community development performance indicators for Rural Development management.

- Evaluate Rural Development performance indicators for your community development activities and report on their applicability and appropriateness to Rural Development management.

- Maintain community development performance measure databases.

- Input information on community development activities in a timely manner into automated systems for Rural Development strategic planning, reporting, and budget preparation requirements.

SECTION 3. PRACTICES FOR WORKING WITH SUPPORTED COMMUNITIES

3.1 **Administrative Assistance**

Action Steps[19]**:**

- Assist communities in preparing, updating and monitoring strategic plans.

- Approve amendments to strategic plans, and ensure community boards or their lead entities make updates to the Benchmark Management System.

- Assist communities in developing focused, feasible, and measurable benchmarks.

- Ensure that benchmarked projects reflect a broad range of activities from the strategic plan in at least three different sectors (business, education, health, housing, etc.).

- Assist supported communities in submitting Benchmark and Annual Reports on time and as needed.

- Approve annual reports, and develop best practices for the Rural Development website from these reports.

- Submit a best practice or success story at least annually for a newspaper, newsletter or similar publication.

- Assist community boards to develop policies and criteria for selecting projects for funding in supported communities.

- Approve the policies and criteria, and assure that they are made public.

- Implement training conferences and networking opportunities.

- Identify funding or other assistance opportunities and assist with submission of applications for non-Rural Development funding and technical assistance.

- Establish partnerships with other federal, state and local organizations.

- Meet with the above organizations annually to inform each of opportunities to assist rural communities and participate in Rural Development initiatives.

- Ensure that the community has developed plans in place that can sustain the community organization and its community and economic development activities.

3.2 **Community Capabilities/Operations**

Action Steps[20]**:**

- Ensure that the community governing board annually conducts significant public outreach activities such as public meeting/event to gain input regarding revising its strategic plan. The strategic plan and benchmarks are to be reviewed annually.

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[19] These action steps are derived from regulatory or program requirements and most, if not all, are necessary for fully assisting supported communities.
[20] See Footnote 19 (p.25).

- Ensure that the board makes appropriate amendments to the budget and BMS to incorporate changes to the strategic plan.

- Ensure that the board prioritizes the benchmarks/measurable outcomes so that sufficient resources are targeted to the most urgent and most important needs.

- Ensure that members of the board are elected and appointed in a manner that:

  - Encourages public involvement,

  - Reflects a diverse and representative cross section of the community, such as public and private sectors, health, education, business, minorities, and low income,

  -Traditionally low income populations are represented, and.

  - Ensure that the board adequately addresses all formal public complaints and has a procedure that outlines how this is done.

3.3   Oversight of the Lead Entity

Action Steps[21]:

- Ensure that the Lead entity has current job descriptions for the governing board, the lead entity staff, and committees. These descriptions will clearly define the roles and responsibilities of all. All job descriptions will include monitoring, oversight and outreach.

- Ensure that the community/lead entity has an up-to-date operations manual with personnel policies, and clear expectations for board members and staff.

- Ensure that public input is used and reflected in community policies, programs, and activities,

- Ensure that public outreach activities include traditionally underrepresented groups and the outcomes are positive and effective for the community.

- Ensure that the governing board and lead entity have established active partnerships with major organizations in their geographic area, and that these partners participate in benchmark reviews and revisions and that these partners are satisfied with the level of collaboration with the lead entity.

- Ensure that the local community/lead entity monitors the activities of benchmark leaders once any funds are disbursed.

3.4   Monitoring/Oversight/Certification

Action Steps[22]:

- All amendments or procedural changes to the strategic plan, benchmarks, budget and operations are reviewed and approved by the governing board and are reflective of the wishes of the community.

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[21] See Footnote 19 (p.25).
[22] See Footnote 19 (p.25).

- The community's benchmarks reflect the goals and objectives of their approved strategic plan and that the benchmarks reflect a reasonably broad range of activities from the strategic plan.

- Communities are assisted in monitoring benchmark development and implementation to ensure that communities adhere to their strategic plan.

- Committees and working groups are involved in implementing and monitoring benchmark progress.

- The board monitors the activities of the benchmark committee leaders, and that the leaders periodically submit status reports to the board.

- Benchmarks are implemented in a timely manner, are not wasteful of resources, and continue to capture the wishes and support of the community.

- The state office will review the community annually for certification as a supported community At a minimum, the office must certify the community is complying with the following:

  - Adhering to regulations,

  - Including the wishes of the community in its strategic plan and benchmarks,

  - Making sufficient progress with its strategic plan and benchmarks,

  - Including all segments of the community in the activities, and

 - Being fiscally responsible with the resources being used.

- The governing board is the principal decision maker and has the responsibility of ensuring the activities are completed in an expeditious manner. At a minimum, staff should ensure they annually accomplish the following:

  - Review and revise the strategic plan and benchmarks,

  - Ensure board membership structure and composition is in accordance with existing regulations and by-laws (see 7CFR25.404b3),

  - Annually solicit community public involvement and incorporate its input into the activities of the endeavor,

  - Monitor and develop policies and procedures for resolving community and internal conflict and problems, and,

  - Periodically report to the community and Rural Development, through weekly reports or other methods, the status and progress of important activities of the board.

3.5   Financial Procedures

Action Steps[23]:

- Rural Development field process grant obligation and drawdown requests in a timely manner and in accordance with national finance office procedures. Fund use will be monitored to ensure its use is in accordance with these procedures.

- For Empowerment Zones and Enterprise Communities (EZ/EC) supported communities, staff will follow procedures issued at 7CFR25 and RUS Environmental Review Procedures. These instructions are presently published on the Community Development Programs internal web site at http://ocdi.usda.gov.

- Determine that all drawdown requests are valid and are associated with strategic plan goals and objectives and with resultant benchmarks developed to accomplish the goal and objectives, and have specific valid project uses planned for the near future.

- Assist with monitoring of funds to assure there is no conflict of interest.

- Ensure that audits are conducted every year, and that these audits are clean.

- Ensure that audit findings are adequately addressed in a timely manner.

- Staff will ensure that communities use congressionally earmarked and set-aside funds for projects that are included in the benchmarks and are relevant to the needs of the community as expressed through the strategic plan.

3.6   Records and Reports

Action Steps:

- Ensure that all community reports are submitted as required by 7CFR25.400.

- Ensure that community boards or their lead entities maintain files of their activities that include, at a minimum, minutes of all meetings, records of all decisions made by the boards, financial records of all financial actions, and operations and personnel procedures and actions. The staff will periodically review and determine whether the records of the board or lead entity are adequate, and they will ensure that such records are adequate in the future.

3.7   Delegation of Authority (EZ/EC Grants Set-Asides)

The Agriculture Appropriations Act contains set asides for EZ/ECs and REAPs (Rural Economic Area Partnerships). Each year, Rural Development agencies issue funding information, including notification of availability of program funds earmarked for special usage. State Office should verify and track eligibility of earmarked funds requests from applicants located within eligible EZ/ECs and REAPs, coordinating with National Office programs staffs. All projects funded with EZ/EC and REAP earmarked funds must be an approved part of that community's strategic plan and tracked in the Benchmark Management System prior to approval of the funding request.

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[23] See Footnote 19 (p.25).

Communities utilizing set-aside funds must have a current strategic plan, up-to-date benchmarks within the on-line benchmark management system, funding records, and an annual narrative report. The appropriate state director will determine the due date for submitting the annual report. Benchmark progress reports should be kept current at all times and should reflect those projects that are part of the community two year work plan.

1. Loan/Grant Processing

Requests for funds should be sent to the appropriate program division in the National Office in accordance with applicable guidance provided in RD Instruction 1940-L and RUS Staff Instruction 1780-5. The request should clearly indicate that the funds are for an EZ/EC or REAP project in a designated area. If the demand for earmarked funds exceeds the amount available from the reserve, states may request a transfer of funds for the EZ/EC or REAP project from their regular un-obligated state allocation, or from the regular National Office reserve. The National Office will notify the state office of the allocation of funds.

2. Letters of Support

To assist EZ/ECs, Champion Communities, or REAP Zones in soliciting financial or other support from federal departments and organizations, Rural Development staff may provide a letter of support for projects that are listed in the community's strategic plan. The purpose of the letter of support is to encourage interested parties to provide funds or other assistance to advance the goals envisioned in the community's strategic plan.

Support letters as well as set-aside funds are only available to those communities who have completed the required benchmark progress and annual report as required by 7CFR 25.400. In addition, community strategic plans, and funding records should be current.

3.8 De-designations of EZ/EC

EZ/ECs were designated by the Secretary and can only be de-designated by the Secretary. De-designation can occur for regulatory or statutory non-compliance such as violating boundary requirements, lack of progress toward achieving benchmark goals, use of grant funds for ineligible purposes, or failure to act on board compliance issues.

3.9 De-designations of Champion Communities

The state director should review Champion Communities to determine whether they are in compliance, have entered benchmarks, signed MOAs, submitted their annual reports, and kept in touch with the State Office regarding activities and progress. The Champion Communities were never designated under statutory authority and therefore de-designation does not take the more formal and extensive process that de-designating an EZ/EC or REAP requires.

Annually, the National Office should prepare a list of Champion Communities that have failed to meet criteria relating to keeping benchmarks updated and submitting annual reports and shall recommend to the appropriate state directors that such communities are candidates for de-designation.

Exhibit A. Guiding Principles for Technical Assistance

Some guiding principles, upon which Rural Development's technical assistance efforts are based, include:

- The development of innovative and creative applications of programs and policies,

- The creation of unique partnerships,

- A strategic and comprehensive approach to planning,

- A focus on the development of human capital, local community capacity and consensus,

- Responsiveness and accommodation to unique local situations,

- A focus on entrepreneurship,

- Equity and efficiency,

- The development of market-based approaches, and

- A bottom-up approach.

Duties and Responsibilities of Community Development Program Directors, Community Resource Development Specialists or Liaison

State and field offices are the delivery points for USDA's mandate to provide leadership for the coordination of Federal programs at the local level to ensure a cohesive system of service delivery to rural America. Rural Development staffs play many roles during the conduct of their mission. The following will assist with designing a richer and fuller community development program within each state.

State Offices Roles

- Identify emerging, state and local rural issues and needs.

- Conduct long term Rural Development program planning for the state.

- Coordinate the strategic planning efforts of Indian tribes with statewide strategic plans.

- Develop and implement rural development pilot projects and implement rural development policy guidelines.

- Design, maintain and monitor a rural development strategy formulation for communities.

- Support communities participating in the Community Empowerment Program.

- Monitor the community development activities of field offices in the state.

- Manage day-to-day operations of Rural Development's community development mission in the state.

Community Development Staff Roles

- Provide leadership development for rural communities.

- Support program areas of Rural Development and act as a liaison for rural communities.

- Promote development tools and techniques for rural communities.

- Provide innovative measures to other Rural Development program areas to better serve the communities.

- Promote and develop collaborative partnerships within the federal, state and local governments.

- Provide training, team building and capacity building to rural communities. Help remove barriers to development within a community by acting as a facilitator and providing training and guidance regarding strategic planning, benchmarking and funding issues.

- Facilitate the leveraging of resources for community development and technical assistance.

- Assist rural communities with the development and implementation of strategic and comprehensive planning.

- Facilitate capacity-building within the public/private sectors to assure that the socially disadvantaged are provided the sustainable support necessary for them to improve their quality of life.

- Assist USDA in targeting its resources to the most needy communities and populations.

Guidance for managers to transition staff specialist into community development and technical assistance roles

- Develop a staff development plan which meets the community development training needs and goals of each area office, etc. (Set realistic expectations).

- Integrate training goals with goals in the individual development plan and agency strategic plan. (During evaluation, allow for variable which can hamper employee from achieving community development goals.

- Identify staff in need of community development training.

- Survey resources available as well as needed to meet training need.

- Submit survey to Community Developments Program.

- Include core community development assistance in state strategic plan. Visit Community Development Program's internal website, http://ocdi.usda.gov, for briefing book (i.e. output measures section) and community development duties and responsibilities information.

- Target the initial level of community interaction based on the number of staff and community development technical assistant needs of service area.

Exhibit B. Economic Analysis

Being successful in the community development process begins with an accurate economic analysis. A number of strategies and tools can be used to get a full picture of the community, which in turn improves the likelihood of successful planning and action.

Location Quotient is the method of measuring a community's level of self-sufficiency in a specific trade. For example, does a community meet or exceed the demands of its population? This method helps determine how much of a local economy in being lost to non-local sources.

Potential Sales calculate the amount of sales in a specific retail in order to evaluate whether the potential is being captured by the local economy.

Multipliers will determine how a community will be affected by an external change. For example, if a new industry is brought into a town, there will likely be a shift in the overall employment and wages of separate, seemingly unrelated operations in the town. This method predicts those changes.

Employer Multiplier is a method of determining how many new jobs will be created or loss due to the economic impact of an external economic change.

Income Multiplier is a method of determining the change in average income due to the economic impact of an external economic change.

Shift Share Analysis is a method of finding how the overall national and regional trends correspond with local trends. This analysis shows a community's level of efficiency—exposing areas of potential growth along with its particular strengths. Shift-Share analysis can be broken up into three fundamental areas of comparison.

National Growth Share determines how community's growth rate is linked to overall national trends of employment growth.

Industrial Mix Share determines the rate of growth in a particular industry compared with national averages in that industry—is a community facilitating industries that are growing faster or slower than national trends.

Local Share determines whether local businesses are growing at the same pace as similar businesses around the country.

Population Employment Ratio determines how many people are employed in a specific trade within a city in order to compare the number to national averages. This method looks for possible avenues of expansion.

Pull Factor Analysis is determining how far outside the city's boundaries customers can be attracted.

Reilly's Law determines how far customers will travel to get the product or service they are seeking.

Trade Area Capture determines how much business is drawn into a community from outside sources, for a specific product or service.

Sources: *Planning Analysis: Community Economic Analysis Tools.* http://darkwing.uoregon.edu

Hustedde, Shaffer, and Pulver. *Community Economic Analysis: A How to Manual.* North Regional Center for Rural Development, Iowa State University.

Using Employment Data to Better Understand Your Local Economy. Penn State College of Agricultural Research and Cooperative Extension. http://www.cardi.cornell.edu

Exhibit C
Page 1 of 1

Exhibit C. Community Development Process

Determine Purpose

Develop Strategic Plan

Continuous Planning and Evaluation

Encourage Diverse Participation

Enhance Leadership Capacity

Celebrate Successes

Community Assessment

Collect Analyze Information

Establish Common Vision

Link Resources to Outcomes

Establish Goals

Continuous Planning and Evaluation

Strategic Planning

Adopt Strategic Plan
Implement Strategic Plan

Consider the Regional Market
Community Development Finance
Community Economic Development
Health, Housing and Education
Entrepreneurial Development
Marketing
Ongoing Planning
Implementation
Sustainability

Community Capacity Building

Organizational Development
Agree on Structure
Facilitate Discussion of Group Goals, Strategies & Objectives
Encourage Volunteerism
Manage Conflict
Update Plans Based on Results and Community Needs
Learn from successes
Establish a system which Measures how community will benefit based on achieving strategic goals
Grow and nourish partnerships
Monitor Projects
Maintain Excellent Financial Records
Report on Progress & Budget (Benchmark accomplishments)
Seek Training Opportunities

Exhibit D. Group Assessment Form

Only after addressing what is viewed as the current situation is it possible to assist community organizational development. The following survey questions taken from the Association of Quality Participation Guide or a similar survey might be utilized to determine whether the mission statement of an organization should be reviewed. The survey may reveal some frustration on the part of members because they feel their ideas are not being taken into consideration. Its also possible that suggestions for planning or problem solving never reach the table because of group dynamics.

1. **How familiar are members of this group with each other?**

1	2	3	4
Passing Acquaintances	We work together	We're a team	We are a high-performance team

2. **Are there clear goals for the group?**

1	2	3	4
Passing Acquaintances	We work together	We're a team	We are a high-performance team

3. **Does the group have a clear set of rules to manage interactions?**

1	2	3	4
Passing Acquaintances	We work together	We're a team	We are a high-performance team

4. **Describe the typical participation pattern.**

1	2	3	4
Passing Acquaintances	We work together	We're a team	We are a high-performance team

5. **How much honesty and openness is there in this group?**

1	2	3	4
Passing Acquaintances	We work together	We're a team	We are a high-performance team

6.   How good are members at listening, supporting, and encouraging each other?

1	2	3	4
Passing Acquaintances	We work together	We're a team	We are a high-performance team

7. How do members typically handle differences of opinion?

1	2	3	4
Passing Acquaintances	We work together	We're a team	We are a high-performance team

8. How are important decisions usually made?

1	2	3	4
Passing Acquaintances	We work together	We're a team	We are a high-performance team

9. Does the group usually end its meetings with a sense of achievement and clear action plans?

1	2	3	4
Passing Acquaintances	We work together	We're a team	We are a high-performance team

10. How would you describe the atmosphere between members?

1	2	3	4
Passing Acquaintances	We work together	We're a team	We are a high-performance team

11. How would you describe the group's meetings?

1	2	3	4
Passing Acquaintances	We work together	We're a team	We are a high-performance team

12. Does the group ever stop and evaluate how it's doing, and then take action to improve?

1	2	3	4
Passing Acquaintances	We work together	We're a team	We are a high-performance team

A State Internal Review in accordance with RD Instruction 2006-M, and standardized handbook provided by the Financial Management Division is a good source for determining whether policies and procedures are in place, and to what extent group goals are being achieved. Whether organizational conflict lies within a lack of group leadership or poor planning processes—i.e., a lack of agendas for meetings, etc.—once the issues hindering an organization are identified, the door is then open to improve the way an organization operates. Hopefully, the survey results will serve to help improve group dynamics and move the participants to revisit their mission statement or consider whether they should assess organizational Strengths, Weaknesses and Opportunities (SWOT), establish or revisit goals, objectives and strategies, and stimulate discussion about how the organization can or will be structured for future operations.

Exhibit E. General Facilitation Practices

Encourage group discussions and interactions by following these general facilitation practices:

- Be informed -- know who your audience is and what the issues might be prior to the meeting.

- Decide how you will approach the group -- a warm-up exercise should help.

- Clarify the purpose of the meeting for all participants.

- Share the input members gave during any previous surveys.

- Consider arranging chairs at the meeting in a horse shoe style so that participants don't feel they are being talked at.

- Listen to what is being said and remain neutral.

- Ask questions.

- Paraphrase responses.

- Synthesize ideas -- it may be helpful to make suggestions in the form of a question.

- Use appropriate language.

- Manage digression.

- Offer clear summaries.

- Give and receive feedback.

Exhibit F. Principles of Community Development Organization

In the context of community development, an organization normally exists to provide a particular service to the community. A good example of organizational development can be found in communities designated as Empowerment Zones and Enterprise Communities (EZ/EC) during 1995. Groups within these areas received the EZ/EC designation because they were successful in meeting the mandate to choose specific areas for revitalization, and then describe in a holistic fashion how they would identify and build on assets of the area, while engaging all community members in creating a plan for revitalizing the area. The strategic plans developed by each group were required to be holistic in nature and focus on creating economic opportunity, and promoting sustainable community development.   Groups were encouraged to form themselves as organizations, reflecting the characteristics and dimensions identified during their strategic planning process. Although there are several types of organizations, most EZ/ECs formed themselves as 501(c)(3)s, in order to benefit from tax deductible donations. The 501(c)(3) organization is probably the most well known type of nonprofit. Any incorporated nonprofit requires a board of directors.

The road to economic opportunity and community development starts with broad participation by all segments of the community. This may include, among others, the political and governmental leadership, community groups, health and social service groups, environmental groups, religious organizations, private and nonprofit sectors, centers of learning and other community institutions. As with the EZ/ECs, organizations are encouraged to work with all of the above to create new partnerships, and work with their new or existing board of directors to create a viable mission statement or description of how the organization will operate, based on its overall purpose. Communities are also encouraged to develop a common vision. The vision is an expression of a members' image of how the organization should be working when things are going well. In order to operate as an effective organization, communities must develop values, strategic goals and strategies to achieve the overall goals of the organization. All organizations operate according to overall values or priorities. These values define the culture of the organization. Organization members often work to achieve several overall accomplishments or goals as they work toward their mission. Strategies reflect general approaches to reach their goals. For existing organizations desiring to improve their performance, a SWOT analysis (strengths, weaknesses, opportunities, threats) can assist with identifying areas for development and can be the basis of the overall strategy for future advancement.

When Working with Communities

At a minimum, a start-up not-for-profit organization should include these basics: a strategic plan, articles of incorporation, budget, and set of bylaws (Online tools are available at Community Development Program's EZ/EC website, http://www.ezec.gov/toolbox/index.html, and internal website, http://ocdi.usda.gov).

Action Steps:

- Advise organizers to draft a mission statement that describes the charitable purpose of the organization.

- Discuss the advantages of starting a charitable enterprise—see info below. You may want to share experiences of our EZ/EC communities. Share the success stories before you begin the discussion of the annual audit requirements.

- Confer with the respective state attorney to determine how many board members are required to meet state requirements for non-profit status.

- If established as an informal advisory group, seek board members.

- Confer with a lawyer to file articles of incorporation for tax-exemption.

- Advise organization to become acquainted with IRS publication #557, *Tax Exempt Status for Your Organization*. It explains the application procedures and forms required.

- After reading the publication, confer with a lawyer to determine what type of entity classification the organization will use. The most frequently filed form is the 501(c)3 tax-exempt organization for charitable purposes.

- Be sure staffs of the organization, or planned staff, and the president or executive officer have position descriptions which reflect their roles and responsibilities. The lawyer can also assist with the review of personnel policies once staff recruiting efforts commence.

- Establish a bank account.

- Confer with an accountant or other financial expert to help set up basic bookkeeping system. Once officers are in place the board treasurer will be able to assist in this area.

- Confer with lawyer regarding insurance and the need for liability or other insurance when hiring staff.

- Draft articles of incorporation. The articles will name the entity, its purposes, location, liability, and include the dissolution requirements of the corporation.

- Discuss the possible need for board training. On-line guidance is provided at the Community Development Program's websites. Community Development Program's desk officers can also guide you through this process.

- Draft by-laws. By-Laws need to be approved by the board and will specify how the board will operate, procedures for selection, responsibilities of board members, membership requirements, committee structures, officers, conflicts, bank deposits, and other operational guidance.

- File for incorporation with state. Submit articles, bylaws and various reports the state warrants from nonprofits.

- File for Federal tax-exempt status with IRS.

- Acquire mail permit that provides for discount on bulk mailings.

- Get federal employer number. This number is used for a variety of purposes and to withhold income and FICA once employees are hired.

Fiscal Sponsor – to be or not to be

Newly formed 501(c)3's that lack experience in money matters may want to operate for a limited time under fiscal sponsorship. One of the benefits of using a fiscal sponsor is that new organizations can get started more quickly. It normally takes up to six months from the time an application for tax exemption is filed with the IRS to receive notice of tax-exempt status. Also, the newly developed organization may want to focus their energy on their charitable activities without having to create and maintain an infrastructure.

On the flip side, as a sponsored project of an existing 501(c)3, the sponsor is legally responsible for making sure the new organization complies with the terms of the grants they have been awarded and how they operate. This may pose some difficulty if the organization and sponsor disagree on some issues. Also, some foundations have policies that do not permit them to make grants through fiscal sponsors.

Job Descriptions

Whether hiring staff or establishing a formal board of directors, the roles of various individuals in an organization should be defined and stated. Following are recommendations Community Development Program's desk officers have shared with groups following management control reviews.

Organization President/Executive Director and Board of Directors Responsibilities

The following job descriptions state the various roles of management staff. It is the responsibility of managers to plan, organize resources to be sure goals are met, set the direction for the organization—including organizing new work groups or committees, establish financial controls (organizational performance management), and evaluate program processes and outcomes.

Executive Director

- Inspire community, explain how plan/vision will benefit the community and share these thoughts with the board.

- See the board's vision and bring vision of community/board together.

- Evaluate and relate to all how well the organization is doing.

- Make sure annual goals are set and assure strategic plan is followed.

- Direct staff and represent organization in public.

- Authorize proposals.

- Guide fundraising.

Board Members

- Be committed to seeking resources.

- Plan for the future.

- Evaluate what has happened and set up rules to guide board and staff in their work.

- Conduct regular review of program activities.

- Act in the best interest of the organization and not on behalf of own interests.

- Authorize proposals.

- Develop fundraising strategies.

Board Chair

- Plan and manage meetings (minutes of last meeting, input from various committee chairs to see what they need for next meeting, prepare mail, agenda to members prior to meeting).

- Make sure all have opportunity to speak. Seek recommendation from committees/members).

- Make sure there are agreements and ways to implement agreements.

- Support members and president or chief executive in achieving the organization's mission.

- Provide leadership to the board of directors who set policy.

- Appoint the chairpersons of committees, in consultation with board.

- Serve ex officio as a member of committees and attends their meetings when invited.

- Help guide board actions with respect to organizational priorities and governance.

- Monitor financial planning and financial reports.

- Promote fundraisers.

Board Treasurer

- Administer and manages finances of the organization.

- Is a member of the board.

- Provide annual budget to the board for members' approval.

- Ensure development and board review of financial procedures and policies.

Exhibit G. Leadership Ability Assessment

Leadership can be divided into 15 unique sections. In life, these categories flow together, building off each other. The categories are as follows:

1. Diligence - How hard does a person work?
2. Persistence – How long do people work to achieve their goal?
3. Understanding – Do they really listen to others' problems?
4. Confrontation - Do they have problems confronting adversaries?
5. Public Speaking - Can they speak in front of crowds and talk to them?
6. Problem Solving - Are they capable of finding appropriate solutions?
7. Role Model - Do people look up to them and their values?
8. Disposition - Are they easy to get along with? Friendly? Open?
9. Flexibility – Will they change their schedule/view according to group majority?
10. Ambition - Do they ever settle for mediocrity?
11. Organization - Can they keep a schedule for themselves and others?
12. Punctuality - Are they on time for appointments?
13. Loyalty - Do they drop out of programs or change votes?
14. Street Smarts - Can they hold their own voice in the real world?
15. Versatility - Are they a jack of all trades or a master of none?

Exhibit H. Community Development Partners/Training Providers

The National Development Council
Council for Affordable and Rural Housing
Community Development Society
USDA Cooperative Research Education Extension Service *(CREES)*
North Central Regional Center for Rural Development
Housing Assistance Council, *Washington D.C.*
International Economic Development Council
Advanced Systems Technology Corporation, *Maryland*
National Rural Development Partnership, *Washington, D.C.*
Rural Development Councils, Nationwide
National Association of Towns and Townships
National Community Reinvestment Coalition, *Washington, D.C.*
National Centers of Excellence, N*ationwide*
The Heartland Institute, *Nebraska*
Community and Rural Development Institute (CaRDI), *Cornell University*
National Rural Water Association
National Association of Regional Councils
Neighborhood Reinvestment Corporation
Rural Community Assistance Corporation, *Western States*

Exhibit I
Page 1 of 4

Downloadable Resources for Community Development

Documents Made Available by Office of Community Development, Rural Development, USDA

- **A Guide to Strategic Planning for Rural Communities** (pdf file, 49 K) -- http://www.ezec.gov/About/strategic.pdf

- **Community Participation: How People Power Brings Sustainable Benefits to Communities**. (pdf file, 162 K) -- http://www.ezec.gov/Pubs/commparticrept.pdf

- **Money Drain in Your Community** OCD TechNote (TN-6) http://www.rurdev.usda.gov/ocd/tn/tn6.pdf

- **Building and Maintaining a Partnership** OCD TechNote (TN-7) http://www.rurdev.usda.gov/ocd/tn/tn7.pdf

- **Community Planning** OCD TechNote (TN-8) http://www.rurdev.usda.gov/ocd/tn/tn8.pdf

- **How to Organize Community Meetings** OCD TechNote (TN-9) http://www.rurdev.usda.gov/ocd/tn/tn9.pdf

- **Dispute Resolution** (TN-1) http://ocdweb.sc.egov.usda.gov/technotes/tn1.pdf

- **Development Strategies for Remote or Declining Rural Communities** OCD TechNote (TN-17) http://www.rurdev.usda.gov/ocd/tn/tn17.pdf

- **Facilitation: What It Is and When to Use It** (TN-4) http://ocdweb.sc.egov.usda.gov/technotes/tn4.pdf

- **Economic Development: Principles for High-Performance Strategies** OCD TechNote (TN-18) http://www.rurdev.usda.gov/ocd/tn/tn18.pdf

- **A Guide to Funding Sources**--A publication compiled by USDA's Rural Information Center that includes information from both government and private sources on funding opportunities. (pdf, 134 K) -- http://www.nal.usda.gov/ric/ricpubs/fundguide.pdf

- **Applying for 501(c)(3) Tax-free Status** OCD TechNote (TN-16) http://www.rurdev.usda.gov/ocd/tn/tn16.pdf

Exhibit I
Page 2 of 4

Statistical Data and Other Sources

- **State Fact Sheets,** Economic Research Service (ERS) provides information on population, employment, income, farm characteristics, and farm financial indicators for each state in the United States.   http://www.ers.usda.gov/StateFacts/WV.HTM

- **Profiles of America,** Economic Research Service (ERS) provides county-level data, including maps and tables, on population, education, employment, income, and the business sector. http://www.ers.usda.gov/Data/ProfilesOfAmerica/

- **Community and Economic Development, University of Illinois,** Resources on community assessments, planning and leadership. http://communitydevelopment.uiuc.edu/webworks/files/search.php

- **Appalachian Regional Commission Online Resource Center,** Includes information on strategic planning, best practices in several sectors including Water and Wastewater, Business Development, etc. http://www.arc.gov/index.do?nodeId=48

- **Small Business Education**, University of Maine-Cooperative Extension: Virutal Library of materials related to small businesses. http://www.umext.maine.edu/hbbsite/html/index.html

- **Business Retention and Expansion Visitation Manual**, the Northeast Regional Center for Rural Development (NE-72): http://www.cas.nercrd.psu.edu/Publications/index.htm

Funding Possibilities for Rural America

- **Local Community Foundations** http://www.cof.org/Locator/index.cfm?menuContainerID=34&crumb=2

- **Building Better Rural Places: Federal Programs for Sustainable Agriculture, Forestry Conservation and Community Development.** A HUGE directory of federal programs for sustainable agriculture, forestry, conservation and community development. It includes a description of each program, eligibility and contact information. It was produced by the U.S. Department of Agriculture in August of 2004. (Please note the file size requires some time to download) http://attra.ncat.org/guide/resource.pdf

- **Guide to Funding Resources:** at the Rural Information Center at the National Agricultural Library provides an overview of the process for applying for federal funding and funding from private sources. It lists a variety of resources and publications related to funding and grantwriting. http://www.nal.usda.gov/ric/ricpubs/funding/fundguide.html

Exhibit I
Page 3 of 4

- **Promoting Tourism in Rural America:** Covers the major issues in rural tourism including agri-tourism, cultural/heritage tourism, ecotourism, planning, marketing, economic impact and more. It provides web links to more than fifty full-text "how to" information guides, manuals and handbooks for assisting local officials, communities, and citizens involved in tourism development. http://www.nal.usda.gov/ric/ricpubs/tourism.html.

- **Rural Housing and Economic Development Gateway:** developed by the U.S. Department of Housing and Urban Development and the Housing Assistance Council, connects rural organizations with information, technical assistance, training, and investment capital to help them develop, rebuild, and preserve affordable housing, local economies, and essential infrastructure. http://www.ruralhome.org/gateway/.

- **Starting a Child Care Center:** Developed by HHS, Federal Child Care Bureau, is an annotated list of resources for starting a child care center that include federal, state, community, and private agencies, and national organizations. Also listed are publications and publishers. http://nccic.org/poptopics/starting.html.

- **Information for Seeking Foundation & Corporate Grants:** All though geared towards Michigan, this complimentary publication provides information, useful tips and techniques for searching, applying and obtaining grants. This publication describes the different types of grantmakers—independent, community and company sponsored. http://www.cmif.org/Documents/InfoforSeeking13th.pdf.

- **Smart Communities Network: Creating Energy Smart Communities:** Explore funding opportunities researched by the Department of Energy covering the topics of energy education and stream restoration to solar panels and efficient vehicles. Postings are updated regularly and include some non-energy programs. http://www.sustainable.doe.gov/management/financl.shtml

- **A Guide to Federal Housing and Community Development Programs for Small Towns and Rural Areas:** Tool compiles USDA, HUD, federal homeless assistance programs, and important private investment programs for low-income rural populations. Each listing includes the program's purpose, eligibility criteria, terms, and contacts. http://www.ruralhome.org/pubs/guides/fedprograms/guide.pdf

Exhibit I
Page 4 of 4

Links to Grant Seeking, Grant Writing, etc.

- **The Catalog of Domestic Federal Assistance: Developing and Writing Grant Proposals:**
  http://12.46.245.173/pls/portal30/CATALOG.GRANT_PROPOSAL_DYN.show

- **The Foundation Center: Proposal Writing Short Course**:
  http://fdncenter.org/learn/shortcourse/prop1.html

- **Guide to proposal planning and writing**: http://www.wm.edu/grants/PROP/miner.pdf

- **The Grant Seeker's Guide to the Galaxy:** A compendium of funding resources from the Community Development Program in USDA. This guide contains the presentations and handouts created over the years from the Office of Community Development and its partners and includes information on the grant seeking process, building capacity and sustainability, financial management, and grant-seeking tools.

  http://www.ezec.gov/Fundseekers%20Guide%20to%20the%20Galaxy/TheGrantSeeker.htm

- **NOFA Site (OCD):** Summary of links to Federal Grants potentially relevant to rural communities. http://ocd1.usda.gov/nofa.htm

Exhibit J. Small Business Administration

The Small Business Administration (SBA) can be utilized as a resource to assist small business development. The SBA provides small business training and counseling through a variety of programs and resource partners, located strategically around the country.

Small Business Development Centers (SBDC)
This training resource is a cooperative effort of the private sector, the educational community and federal, state and local governments. It is SBA's largest resource partner and an initiative that enhances economic development by providing small businesses with management and technical assistance. There are more than 1,100 SBDC lead and service centers located around the country:

SCORE
The SCORE Association (Service Corps of Retired Executives) is a resource partner of the SBA dedicated to entrepreneur education and the formation, growth and success of small businesses nationwide. There are more than 10,500 SCORE volunteers in 389 chapter locations who assist small businesses with business counseling and training. SCORE also operates an active online counseling initiative.

Women's Business Centers (WBCs)
Women's Business Centers represent a national network of more than 80 educational centers designed to assist women start and grow small businesses. WBCs operate with the mission to level the playing field for women entrepreneurs, who still face unique obstacles in the world of business.

Business Information Centers (BICs)
Business Information Centers (BICs) provide the latest in high-technology hardware, software and telecommunications to assist small businesses. There are 85 such state-of-the-art centers located around the country, dedicated to providing the tools and assistance small businesses need to succeed.

SBA District Offices
In addition to its resource partners, the SBA operates full service district offices in every state of the country. Listings are located in local area yellow pages.

Exhibit K. Acronyms and Definitions

BMS- Benchmark Management System
CAA-Community Action Agency
CAP – Community Action Program
CC- Champion Community
CD- Community Development
CEP-Community Empowerment Program
EZ- Empowerment Zone
EC- Enterprise Community
FMD- Financial Management Division, USDA
IRP-Intermediary Relending Program Collaboration
MAP – Mapping Analysis Program
MCR- Management Control Review
NCE- National Center of Excellence
NRDP- National Rural Development Partnership
RBOG-Rural Business Opportunity Grant
RBEG-Rural Business and Industry Grant
RCAP- Rural Community Assistance Program
RD- Rural Development
RDLG-Rural Economic Development Loans and Grants
REAP- Rural Economic Area Partnership
SIR- State Internal Review
SP- Strategic Plan
SRDC- State Rural Development Council
SWOT- Strengths, Weaknesses, Opportunities, Threats Analyses
USDA- United States Department of Agriculture
SSBG- Social Services Block Grant

501(c)(3)-Federally Recognized Tax-Exempt Corporation which exists to provide a particular service to the community

Asset Mapping—finding and laying out areas within a community which have the potential to help the community achieve its goals or be the basis of further development.
Audit—an examination of financial accounts.
Best Practices—a note-worthy event in Rural Development that improves the quality of life and should be shared with others.
CAP—see reference under community development finance.
Collaboration—working together, bringing together thoughts and ideas.

Community Development Programs—formally known as the Office of Community Development.
Earmarked—money that has been set aside for a specific purpose.
Entrepreneur—someone or some group that assumes responsibility for a business venture.
Human Capital—the skills that a person can acquire and build on while in a certain position or serving a specific role.
Indian Tribes—a group of indigenous Americans who live in a common community.
Institutions—an organization that comes together for a common cause, i.e. education.
Internet—a world-wide information super highway.
Intranet—information network built for USDA agency internal use.
Lead Entity—a person or group who takes control of a situation or event.
Leadership—a personal quality which allows someone to take control or direct a situation.
Links—connections, often used as specifically technical connections or resources.
Marketing—selling a product or idea, to make something available for buying.
Organizational Development—fostering organizations so that they can become a functioning actor in a community.
Outcome, Output—the result of an action.
Outreach—the act of providing a service beyond a person or group's normal limits.
Partnerships—groups or people working together.
Public Participation, Public Involvement—citizens or groups becoming active in the functions of a community.
Resource Teams—networks that provide the necessary material or information.
Set-Aside—USDA discretionary funds.
Stakeholder—interested party or someone who is part of an enterprise.
Supported Communities—Communities (EZ/EC, CC, RCAP, REAP) that are given financial or technical assistance over and above that given to other communities, by reason of extreme conditions.
Targeting—specifically working with one community or group.
Underserved, Under-represented—populations that are typically not being given fair treatment in service or representation.
Website—a page on the World Wide Web which provides online information.